

M560-C (SMC-NRC)

MAR 92 EDITION W/C3

19 CREDIT HOURS

NATIONAL SECURITY AFFAIRS

CERTIFICATION

U.S. ARMY SERGEANTS MAJOR ACADEMY
NONRESIDENT COURSE
FORT BLISS, TEXAS
79918-8002

SUBCOURSE M560-C
NATIONAL SECURITY AFFAIRS CERTIFICATION
19 CREDIT HOURS

SELF-PACED LESSON

US ARMY SERGEANTS MAJOR ACADEMY

FORT BLISS, TEXAS 79918-8002

MARCH 1992

THIS LESSON SUPERSEDES LESSON BE30-C, DATED SEP 91.

U.S. ARMY SERGEANTS MAJOR ACADEMY (SMC-NRC)

M560-C

AUG 94

NATIONAL SECURITY AFFAIRS CERTIFICATION

CHANGE SHEET #2

1. Synopsis. This change sheet deletes the NSA briefing requirements to conduct a five minute question and answer period. It also changes the NSA Certification Worksheet to reflect requirements rather than ELOs. Other page changes are in response to the new changes mentioned above.

2. Pen and ink changes. N/A

3. Page changes. Remove old pages and insert revised pages as indicated.

Remove Pages

Insert Pages

iii

iii

M-I-1

M-I-1

SH-1-3 thru SH-1-9

SH-1-3 thru SH-1-9

4. File this change sheet in front of the lesson for reference purposes.

5. Approval of change sheet.

TYPED NAME/SIGNATURE RANK POSITION DATE

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US ARMY SERGEANTS MAJOR ACADEMY

M560-C

C2, MAR 92

NATIONAL SECURITY AFFAIRS CERTIFICATION

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NATIONAL SECURITY AFFAIRS CERTIFICATION

STUDENT INFORMATION SHEET

INTRODUCTION

The national security affairs (NSA) subcourses provided you an overview of the many factors that determine how nation-states conduct their international affairs. The NSA subcourses also provided you information concerning the geographic, social, economic, and political aspects of the international scene. From these subcourses, you should now know how nation-states develop their foreign policies.

PURPOSE

This subcourse requires you to use the knowledge you gained from the NSA subcourses to develop and present a national security affairs certification briefing.

COURSE PROCEDURES

Ensure you received all materials listed under "Resource Materials." You need all items to complete this subcourse. Read Student Handout 1 found in this subcourse and develop a 15-minute national security affairs certification briefing. You will present this briefing during the 2-week resident phase.

RESOURCE MATERIALS

- a. One lesson module.
- b. Supplemental Reading 1, National Security Affairs Model.
- c. Student Handout 1, National Security Affairs Certification Briefing.
- d. Student Handouts 2 and 3. Student Briefing Aids.

THE MODULE

The module contains:

- a. Enabling learning objectives.
- b. Instructions for preparing a 15-minute national security affairs certification briefing.

TERMINAL LEARNING OBJECTIVE

Present a 15-minute information briefing on the national security affairs of a nation-state.

ENABLING LEARNING OBJECTIVES

- a. Research your assigned nation-state's:
 - (1) international conflicts, if any;
 - (2) international threats, if any;
 - (3) responses to conflicts or threats; and
 - (4) major and minor adversaries.
- b. Research the United States':
 - (1) foreign policy objectives toward the nation-state;
 and
 - (2) military interests and commitments to the nation-state.
- c. Adhere to the National Security Affairs Model outline SR-1-3, and Figure 1, pages SH-1-2 and SH-1-3 of this subcourse. Cover all major elements of the model in your briefing.
- d. Use the proper information briefing format (page SH-1-4).

STANDARDS

In accordance with Student Handout 1, pages SH-1-5 thru SH-1-9.

<u>ORIGINAL SIGNED</u>	<u>9 APR 92</u>	<u>ORIGINAL SIGNED</u>	<u>10 APR 92</u>	Lesson
Author	Date	Chief, CSD	Date	

<u>ORIGINAL SIGNED</u>	<u>13 APR 92</u>	<u>ORIGINAL SIGNED</u>	<u>14 APR 92</u>
Chief Instructor	Date	Chief, CDD	Date

<u>ORIGINAL SIGNED</u>	<u>16 APR 92</u>
Chief, TAD	Date

NATIONAL SECURITY AFFAIRS CERTIFICATION

MODULE I

NATIONAL SECURITY AFFAIRS CERTIFICATION

1. ENABLING LEARNING OBJECTIVES.

a. Research your assigned nation-state's:

- (1) international conflicts, if any;
- (2) international threats, if any;
- (3) responses to conflicts or threats; and
- (4) major and minor adversaries.

b. Research the United States':

- (1) foreign policy objectives toward the nation-state;
- (2) military interests and commitments to the nation-state.

c. Adhere to the National Security Affairs Model outline SR-1-3, and Figure 1, pages SH-1-2 and SH-1-3 of this subcourse. Cover all major elements of the model in your briefing.

d. Use the proper information briefing format (page SH-1-4).

2. STUDENT ASSIGNMENT.

a. Read the objectives above.

b. Read Supplemental Reading 1.

c. Read Student Handouts 1, 2, and 3.

d. Review all National Security Affairs subcourse.

e. Conduct a 10-minute practice briefing and a 15-minute graded briefing. The 10-minute practice briefing will cover requirements 1 thru 6 and 12 of the National Security Affairs Worksheet. The 15-minute graded briefing will cover all 12 requirements. Briefings must be in accordance with lesson CB04, Techniques of Military Briefings. You must use a minimum of two supporting training aids during each briefing.

f. Prepare an outline of your briefing and give it to your instructor prior to presenting your briefing.

INTRODUCTION TO NATIONAL SECURITY AFFAIRS

SUPPLEMENTAL READING 1

NATIONAL SECURITY AFFAIRS MODEL

The National Security Affairs Model has a twofold purpose: as a training aid model and as a visual method of analyzing the interests and commitments to a given nation-state. We use the model as a reference for lesson sequencing and as a method for analyzing the principal reasons for United States military presence or interest in a country.

You will notice that the model on page SR-1-3 has four vertical columns. Each column pertains to one of the following areas: Country of Interest, Major Adversary, Minor Adversary, and United States. When analyzing the interests and commitments of a particular country, these titles help to indicate those factors (blocks in the vertical columns) that apply to the United States, the country under study, and that country's major and minor adversaries. The model's design enables the simultaneous analysis of all pertinent information related to the blocks.

The following description of the areas of instruction within the National Security Affairs block will give you some ideas about the possible uses of the NSA model.

1. Sources of International Conflict. This area consists of:

a. National Purpose deals with the universal ideas which are the driving forces behind all national governments.

b. Comparative Ideologies deal with developing an understanding of the seven major world ideologies and the roles they play in the conduct of foreign affairs.

c. National Interests are those real or perceived interests which a nation views as needed to achieve its national purpose. The degree of need or criticality of a specific interest varies considerably from one another.

d. Conflicts of National Interest occur when two or more nation-states' interests are in conflict. We are not talking about armed national conflicts. (The discussion of armed national conflict is in the National Response block.)

2. International Threat Block. This area deals with the circumstances which elevate a conflict of interest to the level of an international threat. The block has two lessons:

a. National Power deals with those elements of a nation-state which contribute either positively or negatively to its potential and real power within the international arena.

b. Threat analyzes those elements which come into play and cause one nation's power to become another nation's threat.

3. National Response. This is the last area and has five lessons. While the lessons occur in a specific order, analysis in a given situation may occur in a different sequence (e.g., a particular commitment may occur as a result of foreign policy, rather than the reverse). In any event, the model sequence is a best case compromise after considering all factors.

a. Domestic Factors. The first lesson deals with those internal elements of United States' civil society which exert major influence on international relations. These same factors apply to other countries in varying degrees.

b. Commitments deal with both formal and informal agreements the United States has entered into. Within this lesson, we will place considerable accent upon the North Atlantic Treaty Organization.

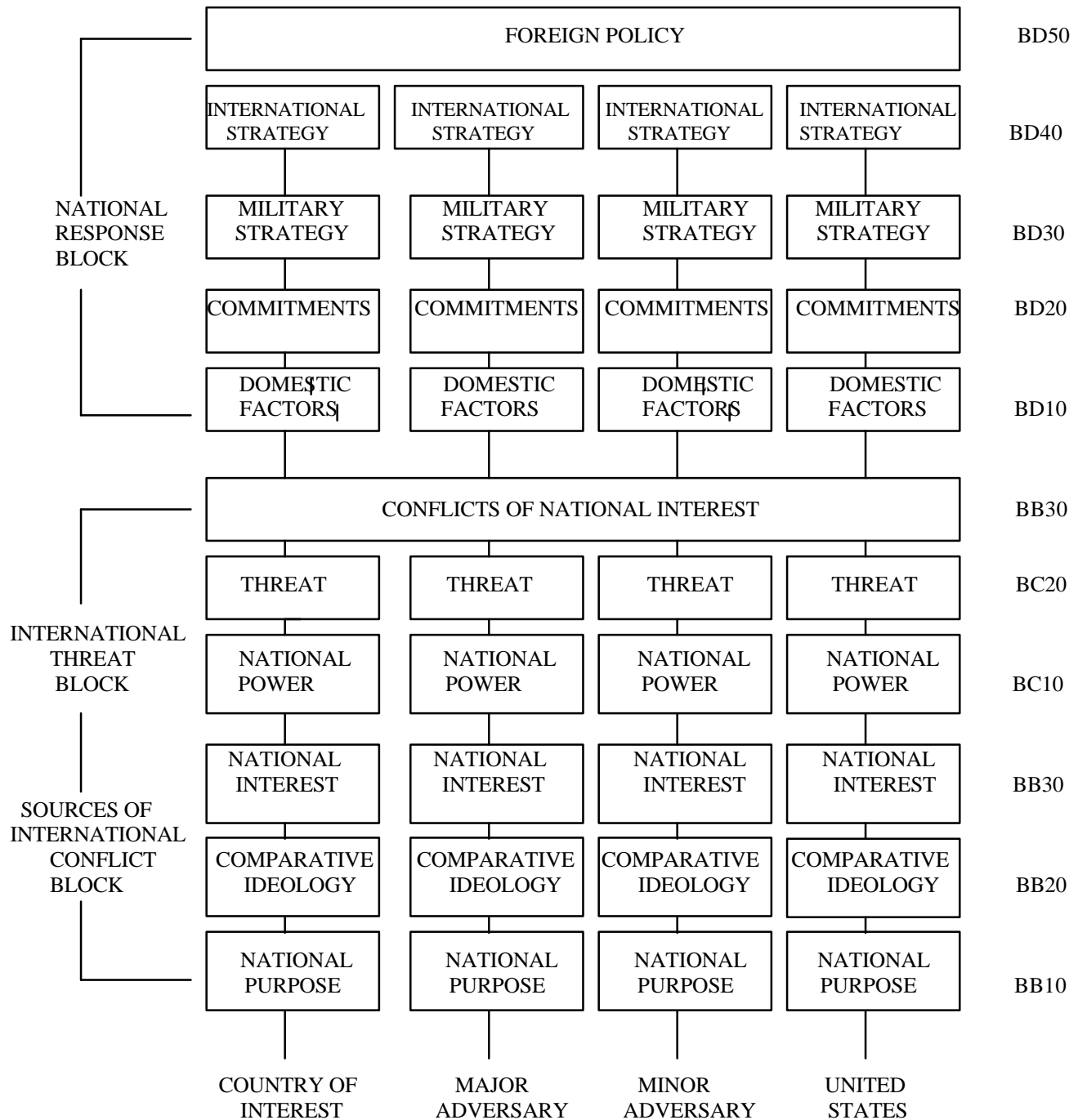
c. Military Strategy deals with past and present military strategy as a component of international strategy and foreign policy. We will place considerable emphasis upon the evolution of military strategy.

d. International Strategy addresses the United States' overall international strategic effort since World War II. We will place considerable accent upon nonmilitary strategies and the methods used to carry them out.

e. Foreign Policy brings together all the lessons in this block. Students will discuss what US Foreign Policy is and what it should be.

In summary, the National Security Affairs Model provides for an orderly, logical discussion of international relations and US commitments abroad. However the NSA model has several limitations. First is the requirement for complete and accurate research. Second, concerns the knowledge level of your audience. Attempt to judge the level of the audience and tailor the presentation accordingly. Third, students tend to adapt a step-by-step, block-by-block approach to the presentation. This creates a dry and boring presentation for the audience. Offset this problem with inventiveness and originality.

NATIONAL SECURITY AFFAIRS MODEL



NATIONAL SECURITY AFFAIRS CERTIFICATION

STUDENT HANDOUT 1

NATIONAL SECURITY AFFAIRS CERTIFICATION BRIEFING

Your national security affairs (NSA) certification briefing is very important to your overall academic standing. Therefore, you should carefully research and prepare your briefing.

Your resident phase instructor will evaluate your NSA certification briefing and provide the results of your evaluation to your class coordinator. The instructor's evaluation impacts on two areas of your Academic Evaluation Report (AER). They are:

- Oral Communication. Your class coordinator will combine the evaluation of your oral communications skills demonstrated on your NSA certification briefing with evaluations you received on the information briefing and graduation speech you sent to the Academy on audio cassette tape. The class coordinator considers all three evaluations and then computes your overall oral communications evaluation for your AER.

- Research Ability. Your class coordinator will combine the evaluation of your research for the NSA certification briefing with the research evaluations you received on subcourses BD30-C, BD40-C, and BD50-C. The class coordinator considers all four evaluations and then computes your overall research ability evaluation for your AER.

The Chief, Corresponding Studies will assign you a specific nation-state as the subject of your NSA certification briefing. Your NSA certification briefing must demonstrate your knowledge of the nation-state assigned to you, your knowledge of national security affairs in general, and your ability to communicate your knowledge. Your audience for the NSA certification briefing will be a group of your fellow students.

RESEARCH GUIDELINES

You must conduct in-depth research on the nation-state assigned to you for your briefing. You must also conduct considerable research on US foreign policy as it relates to your assigned nation-state. Prior to conducting your research, you may want to review Supplemental Reading 3 in subcourse BA10-C since it explains basic research techniques.

Use the major points shown in Figure 1 on the next page to guide your research. The blocks in this figure have the same names as the National Security Affairs Analysis Model described in subcourse BA10-C. The questions in the boxes of the figure will help you focus your research.

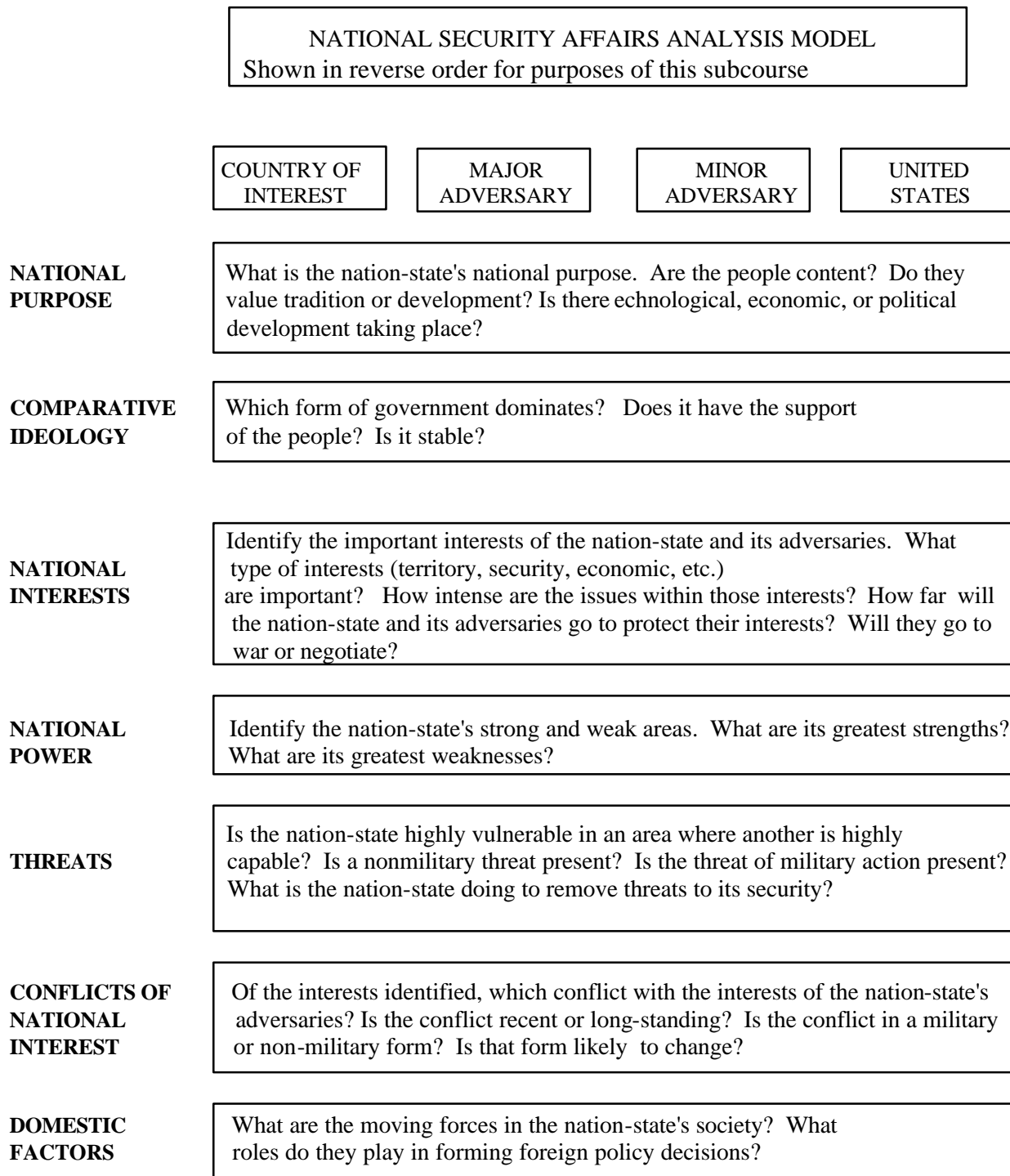


Figure 1

COMMITMENTS	What type of commitments does the nation-state have? Have the commitments been beneficial or a hindrance to its internal security?
MILITARY STRATEGY	Is the nation-state involved in armed conflict? Who are the major players in the conflict? What strategy is the nation-state using to combat or create the conflict? What is its adversary's strategy? What is the United States' strategy, if any?
INTERNATIONAL STRATEGY	Are any of the parties major world powers? If so, what actions are they taking in the world forum? If not, do they rely on a major world power for support? What type of support are they seeking? What type of support are they receiving?
FOREIGN POLICY	In general, consider the nation-state's foreign policy and its adversary's foreign policy. Then consider the United States' foreign policy towards the nation-state and its adversaries. Do they conflict? How? Do they agree? On what?

Figure 1 (Continued)

Here are some other suggestions for conducting your research:

- Investigate the history and current foreign policy of your nation-state.
- Investigate the history and current foreign policy of your nation-state's neighbors. Determine if they are adversaries or allies of your nation-state.
- Investigate the history and current foreign policy of any major powers like Communist China, Great Britain, France, etc., that may be having a significant impact on your nation-state's foreign policy.
- Investigate the history and foreign policy of the United States toward your nation-state. Find out why American armed forces are, or may be, in your nation-state. Evaluate the presence or absence of American armed forces from the foreign policy and political view points.

You will gather a great deal of information during your research. However, you will not be able to use all the information because of the time limitation of your briefing. Therefore, from all of the information you gather, select the most important information and build your briefing around it.

BRIEFING REQUIREMENTS

Your NSA certification briefing is a 15-minute information briefing. Therefore, you must use the information briefing format for your NSA certification briefing. The following is the format for an information briefing:

- Introduction.

-- Greeting. Use courtesy; address principal person; identify yourself.

-- Purpose. Explain the purpose and scope of your briefing.

-- Procedure. Indicate how you will conduct the briefing.

- Body.

-- Arrange main ideas in logical sequence. The sequence of your briefing should follow the flow of the NSA Analysis Model starting with NATIONAL PURPOSE and ending with FOREIGN POLICY.

-- Use visual aids correctly, plan for effective transitions, and prepare to answer questions at any time.

- Close.

-- Ask for questions.

-- Concluding statement.

-- Announce next briefer, if any.

During your briefing, you must use a minimum of two different types of training aids (chalk board, overhead transparencies, 35MM slides, charts, etc.). However, you cannot use more than four overhead transparencies or 35MM slides.

You must prepare an outline of your briefing and provide it to your instructor before you conduct your briefing. An outline, in the broadest sense, is a list of the contents of your briefing. It summarizes and reduces your briefing to its essential parts. Your outline should be an accurate listing of the essential parts of your NSA certification briefing, properly sequenced, and with enough detail to enable the instructor to follow along.

When you conduct your briefing, you will have two minutes to set the stage and position your training aids. You will then have 15 minutes (plus or minus two minutes) for your information briefing.

When preparing your briefing:

- Do NOT present or discuss every issue on the National Security Affairs Analysis Model. There simply is not enough time to cover every factor influencing the development of foreign policy. Select the major issues relevant to your nation-state.

- Do NOT use words that are not familiar to the audience.

- Do NOT present an area study of your nation-state.

- Do NOT give an historical monologue about your nation-state.

- Do NOT use training aids that are inappropriate, distracting, or do not contribute to the objective of your briefing.

EVALUATION INFORMATION

Your instructor will evaluate your national security affairs certification briefing based on how well you meet certain briefing content requirements. To meet these briefing content requirements, you must:

- Describe international conflicts of national interest between your nation-state and:

- its major adversary(ies),

- its minor adversary(ies), and

- the United States.

A nation-state's adversary need not be another nation-state. Quite often, a nation-state's adversary will be an individual, an organization, or an insurgent group. If your research reveals that your nation-state has no adversaries, you should clearly state this fact in your briefing.

- Summarize the nation-state's international threats. You must summarize the major threats to the nation-state's security in light of its adversarial relationships.

- Relate your assigned nation-state's national responses to its conflicts and threats. This requires you to explain what the nation-state does to resolve its conflicts and overcome threats to its security. It also requires you to explain how US foreign policy helps the nation-state counter threats conversely, how US foreign policy threatens the nation-state.

- Identify major and minor adversary(ies). You must identify the major and minor adversary(ies) of your nation-state. You must also explain how the relationship between the nation-state and its adversary(ies) threatens the interests of the United States. If the United States is an adversary, explain the position that the nation-state and its allies take toward the United States.

If your research reveals that your nation-state has no adversaries, you should clearly state this fact in your briefing.

- Justify US military interests and commitments toward the nation-state. You must explain the United States' commitments or lack of commitments toward your assigned nation-state.

- Evaluate US foreign policy objectives toward the nation-state. Summarize past foreign policies, identify current foreign policies, and explain how well current foreign policies are attaining our foreign policy objectives.

- Follow the information briefing format found on page SH-1-4.

After evaluating your briefing, your instructor will assign one of three ratings for your demonstrated research ability. These ratings are on page SH-1-7. The research requirements checklist is on page SH-1-9.

Your instructor will also rate your oral presentation during your NSA briefing and assign one of three rating for oral communications skills. The ratings are on page SH-1-7. The oral presentation checklist is on page SH-1-8.

Your group room instructor will designate the date, time, and place for any make-up presentation. The highest rating for any make-up presentation is satisfactory.

Both ratings count for input on your AER.

NATIONAL SECURITY AFFAIRS CERTIFICATION WORKSHEET

_____, _____ RANK LAST NAME FIRST
 NAME, MI STUDENT #

DATE OF PRESENTATION _____ COUNTRY _____

INSTRUCTIONS:

- a. Complete the form in ink.
- b. Oral Presentation: Rate the student's performance according to the following criteria: A rating of unsatisfactory in three or more areas, or failure to meet the time standards constitutes an overall unsatisfactory rating. A rating of superior in 16 of the 18 rated areas and meeting the time requirement constitutes an overall rating of superior.
- c. Research Ability: Rate the student's performance according to the following criteria: A rating of unsatisfactory in any of the 12 requirements constitutes an overall unsatisfactory rating. A rating of superior in 10 of the 12 requirements and meeting the time requirement constitutes an overall superior rating.
- d. Document all superior and unsatisfactory ratings in the REMARKS section on the bottom of this form. Designate the date, time, and place for the make-up presentation of any student receiving an unsatisfactory rating.

CIRCLE ONE IN EACH CATEGORY:

ORAL BRIEFING SUPERIOR SATISFACTORY UNSATISFACTORY

RESEARCH ABILITY SUPERIOR SATISFACTORY UNSATISFACTORY

 SIGNATURE DATE STUDENT'S SIGNATURE INSTRUCTOR'S

NATIONAL SECURITY AFFAIRS CERTIFICATION WORKSHEET Continued

ORAL PRESENTATION CHECKLIST

INTRODUCTION:	N/A	UNS	SAT	SUP
GREETING:		()	()	()
PURPOSE:		()	()	()
METHODOLOGY/PROCEDURE:		()	()	()
BODY:				
LOGICAL SEQUENCE:		()	()	()
EFFECTIVE TRANSITIONS:		()	()	()
USE OF TRAINING AIDS:	()	()	()	()
CLOSING:				
ASKED FOR QUESTIONS:	()	()	()	()
CONCLUSION:				
TIME:				
_____ (MIN/SEC) :		()	()	
TEN KEY COMMUNICATION FACTORS:				
1. COMMUNICATED PERSONALITY- THE "THIS IS ME" ASPECT:		()	()	()
2. BODY LANGUAGE AND POSTURE:		()	()	()
3. EYE CONTACT:		()	()	()
4. HAND AND FACIAL GESTURES:		()	()	()
5. PHYSICAL APPEARANCE-GROOMING:		()	()	()
6. USE OF LANGUAGE:		()	()	()
7. VOICE QUALITY:		()	()	()
8. CLARITY OF INTENDED MESSAGE:		()	()	()
9. CONFIDENCE GENERATED:		()	()	()
10. GROUP INVOLVEMENT:		()	()	()

NATIONAL SECURITY AFFAIRS CERTIFICATION WORKSHEET (Cont)

REQUIREMENTS (REQ)

	SUP	SAT	UNS	
				- Check one box per horizontal row.
REQ 1				- Identify the National Purpose of the Country.
REQ 2				- Describe the type of Ideology.
REQ 3				- Define the National Interest.
REQ 4				- Describe the sources of National Power.
REQ 5				- Describe the Country's International Threat(s).
REQ 6				- Summarize the sources of International Conflict(s).
REQ 7				- Describe the Country's Domestic Factors.
REQ 8				- Describe the Nation-State's Commitments.
REQ 9				- Describe the Country's Military Strategy.
REQ 10				- Summarize the Country's International Strategy.
REQ 11				- Summarize the Country's Foreign Policy.
REQ 12				- Illustrate the Country's Major/Minor Adversary(ies) for each requirement.

REMARKS: _____

INTRODUCTION TO NATIONAL SECURITY AFFAIRS

STUDENT HANDOUT #2

PRACTICAL EXERCISE BRIEFING AID #1

The material in this handout will aid you in formulating your briefing and ensuring you cover all areas.

BB10

NATIONAL PURPOSE--the broad **why** a nation exists.

ELEMENTS OF NATIONAL PURPOSE: Security
 Internal Contentment
 Development (& Tradition)
 International Revolution

SOURCES OF INFORMATION IN DETERMINING A NATION'S

NATIONAL PURPOSE: Declaration of Independence
 Constitution
 Books
 General periodicals
 Specific interest periodicals
 Government publications

BB20

COMPARATIVE IDEOLOGY--contrasting the assertions, theories, and goals that make up a social, political, or economic program.

IDEOLOGIES: Democracy - political
 Capitalism - economic
 Marxism - political/economic
 Socialism - economic
 Fascism - political
 Monarchies - political
 Theocracy - political/religious
 Authoritarian - political
 Totalitarian - political

BB30

NATIONAL INTEREST--the real or perceived needs of a nation-state.

Level of importance: Survival
Vital
Major
Peripheral

Categories of National Interest:

TERRITORIAL--having to do with land use and ownership.

SECURITY--real or imagined security of a nation-state (usually related to military affairs).

SOVEREIGNTY--independence from control by others (never absolute).

ECONOMIC---concerned with the movement and exchange of goods/services.

POLITICAL--involving the "who" and "how" of governing includes ideologies and international organizations (i.e. U.N.).

IDEOLOGICAL--the protection and furtherance of a set of values that citizens share and believe are good.

Conflict of National Interest: may occur when two or more nations' interests are the same or opposite.

The opposite of a conflict of national interest situation is when interests are complementary. Most conflicts of interest do not lead to war; however, most wars have conflicts of interest as their root cause.

Interest and Conflict of Interest:

Involves what interests? Are the interests survival, vital, major or peripheral? What are the long term implications? How do the interests conflict?

BC10

NATIONAL POWER--is the ability of a nation-state to cause (directly or indirectly) other nation-states to act in a particular way.

Major Elements of National Power:

<u>Geographic Element:</u>	Location Size and Shape Climate Natural Resources Vegetation
<u>Demographic Element:</u>	Population Size Where Settled (urban/rural) Ethnic Composition Age and Sex Education
<u>Political Element:</u>	Traditions Stability Popular Support Political Friends Roles in International Organizations
<u>Military Element:</u>	Size Equipment Deployability Proficiency Reliability/Motivation
<u>Economic Element:</u>	Raw Materials Transportation Industry Food Trade and Payments Trade Ties with Others
<u>National Will:</u>	Culture Unity or Disunity Passive or Energetic Short or Long Term Oriented

SH-2-3

BC20

Threat--the capabilities, intentions, and actions of actual or potential enemies to prevent or interfere with the successful fulfillment of national interest.

Threat Elements: Capabilities
 Vulnerabilities
 Intentions
 Risks

Types of Threat: Military
 Economic--
 strategic materials
 natural resources
 finished products
 assistance
 Political--
 diplomatic relations
 international organizations
 ideology

U.S. ARMY SERGEANTS MAJOR ACADEMY (SMC-CSD)

M560-C

C1, MAR 93

INTRODUCTION TO NATIONAL SECURITY AFFAIRS

STUDENT HANDOUT #3

PRACTICAL EXERCISE BRIEFING AID #2

Use this student handout as an outline of the additional subject material required for your 15-minute presentation. It is not necessary to cover all minor details in this outline; however, address all major topic areas (the underlined topics) in your briefing.

BD10

DOMESTIC FACTORS: those elements of society which influence the direction a nation takes in the conduct of foreign affairs. It does not include those elements of the government legally charged with the conduct of foreign policy.

DOMESTIC FACTOR CATEGORIES: Business
 Interest Groups
 Media
 Public Opinion
 Government

BD20

US COMMITMENTS: obligations to one or more foreign nations.

CATEGORIES OF COMMITMENTS: Legal
 Non-legal
TYPES OF LEGAL COMMITMENTS: Treaty
 Executive Agreement

TYPES OF TREATIES: Bilateral
 Multilateral

BD30

MILITARY STRATEGY: the means of attempting to achieve political goals.

TYPES OF MILITARY STRATEGIES:

- General War
- Limited War
- Cold War
- Terrorism
- Revolutionary War
- Future Strategy

BD40

US INTERNATIONAL STRATEGY: "The how of foreign policy."

FOREIGN POLICY: the relatively long term policies that reflect our goals and objectives throughout the world.

INTERNATIONAL STRATEGY: the means we use to attempt to implement foreign policy and achieve specific foreign policy objectives.

WHO FORMULATES FOREIGN POLICY:

- Executive Branch
- President
- State Department
- CIA

GENERAL STRATEGIES:

Cultural Exchange	Education
Economic Aid	Technical Assistance
Official Information	Arms Sales
Propaganda	Economic Development
Economic Relations/Trade	Intelligence
Military Assistance	

BD50

US FOREIGN POLICY: the relatively long term policies that reflect our goals and objectives through-out the world.

WHO FORMULATES FOREIGN POLICY: Executive Branch, President, State Department, CIA, NSC.

SELECT US FOREIGN POLICY AREAS: Democracy, Human Rights, Soviet Union, Trade, Western Europe, Revolution.

SUBCOURSE QUESTIONNAIRE

M560-C, NATIONAL SECURITY AFFAIRS _____

CERTIFICATION

(Rank, Name, Class Number)

Your answers to this questionnaire will assist the Academy in refining and improving the course. When completing the questionnaire, answer each question frankly. If you have a comment or recommendation not covered, feel free to add it. Your assistance helps build and maintain the best Academy curriculum possible. Mail the completed questionnaire to the Academy if you wish to make comments about this subcourse.

Responses for question 1.

- A - Excellent
- B - Above average
- C - Average
- D - Below average
- E - Not applicable

1. Indicate the adequacy of training material by circling the appropriate letter after each listing.

Supplemental Readings----- A B C D E

Military Texts----- A B C D E

Civilian Texts----- A B C D E

Comments: _____

2. Which solutions/discussions to student requirements, if any, did not help in completing this lesson? Please explain.

3. Additional comments: (Use additional sheets, if necessary)_____
